

DD/A 76-0971

1 March 1976

MEMORANDUM FOR: Director

FROM : John F. Blake Signed: John F. Blake
Deputy Director for Administration

SUBJECT : Employee Concerns About Fitness Report
Evaluations

REFERENCE : Memo to DCI fr [REDACTED]
MAG, dtd 23 Feb. 1976; Same Subject

STATINTL

1. I would make one observation and offer two suggestions on the referent memorandum.

2. The matter raised by the Management Advisory Group (MAG) concerning the objectivity of ratings given by supervisors on Fitness Reports is historic and somewhat continuing in nature. Ratings of individuals, by definition, are subjective in nature and I tend to doubt that the nature of man is such that 100 percent objectivity will ever be obtained. This, however, should not deter us from pursuing the goal.

3. I would first suggest that I ask the Directors of Personnel and Training to give me their thoughts on this matter and express their opinion as to whether the "Task Force" recommendation would make a contribution to the problem. Secondly, I would suggest you sign the attached memorandum to the Management Advisory Group informing them of your intent.

Att

Distribution:

Original - DCI
1 - ER

1 - D/OTR w/Att
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DD/A:JFBBlake:der (2 March 1976)

DD/A 76-0970

MEMORANDUM FOR: [REDACTED]

STATINTL

Management Advisory Group

FROM : Director of Central Intelligence

SUBJECT : Employee Concerns About Fitness Report
Evaluations

1. I have received your memorandum of 23 February 1976, wherein you express employee concerns about deficiencies that may exist in our Fitness Report system. You also thoughtfully presented a recommendation in the matter.

2. I have asked Mr. Blake, my Deputy Director for Administration to consult with the Directors of Personnel and Training and give me their thoughts on this matter. I would like to be armed with their views before I adopt my own position.

3. I will again be in touch with you on this matter.

Distribution:

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- 1 - DCI/Signing Official
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- 1 - JFB Chrono

DD/A:JFBBlake:der (1 March 1976)

23 February 1976

76/0921

MEMORANDUM FOR: Director of Central Intelligence


SUBJECT : Employee Concerns About Fitness Report
Evaluations

1. For some time, the Management Advisory Group has been considering ways in which the current Fitness Report system could be improved. Although the DDO MAG initially called this subject to our attention, concern about Fitness Reports appears to be widespread among employees in every Directorate.

2. As we perceive them, employee concerns lie not so much in the design of the rating system itself, but in the variety of ways supervisors interpret and apply the evaluation standards. These concerns are borne out by statistical evidence that shows what we believe to be unrealistic differences in the distributions of ratings among the four Directorates, unrealistic differences within components of the same Directorate, and other deviations that seriously degrade the utility of the letter grades. The deficiencies have long been recognized, and the ranking panel system that now exists in every Directorate was in part established to counterbalance the inequities, but its degree of success is unclear.

3. Better supervisor training could serve, some believe, as a vehicle for improving rating objectivity. The one course devoted exclusively to the subject is a two-day "Performance Evaluation Workshop" offered by OTR on request. Fitness reporting and Letters of Instruction are also addressed for one day during the five-day "Fundamentals of Supervision and Management" offered ten times during 1975. Clearly, the present course offerings provide information only to a fraction of the pool of supervisory personnel, and no data are available on their effectiveness.

4. MAG believes that concerns about the lack of uniformity in the application of Fitness Report evaluation criteria are justified and that improved means of describing employee performance should be considered. We have met with representatives of the Directorate MAGs who share our concerns in this area. We recognize that any substantial change in the approach taken would have far-reaching ramifications, and while we are not without ideas, we are reluctant to make proposals in the absence of fuller appreciation of their implications. We recommend that a task force be formed to review the efficacy of performance evaluation in the Agency. We believe such a task force should be headed by senior officers from each Directorate and include administrative and line personnel in middle and lower grade levels.


for
The Management Advisory Group

STATINTL